

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD/A Registry
File Personnel

FROM:

DDCI
7E 12 Hqs.

EXTENSION

NO

PERS

29 5600

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EO/DDA
7D 18 Hqs.

9/20

[Signature]

2.

3. ADDA
7D 18 Hqs.

9/20

[Signature]

3-5 An exercise in
futility !!

4.

5. DDA
7D 18 Hqs.

10/11

[Signature]

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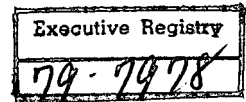
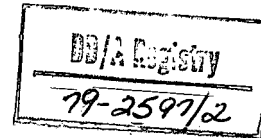
12.

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20 SEP 1979



MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service
Director of Personnel

FROM : Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT : Agency Position Classification Policy

1. Although exempt from the Classification Act, the Agency is responsible to the Congress and the President for administering a sound and equitable personnel management system. The need, indeed urgency, for a sound position classification program is emphasized when we recognize that over one-half of the Agency's budget is for personal services. Yet position classification efforts in the Agency have been misunderstood, ridiculed and in certain cases rejected by managers and employees based on individual perceptions regarding the role of position classification and the validity of the evaluation criteria applied.

2. To assure continued restraints on the grade creep and provide a balanced program throughout the Agency, I believe we must have a strong centralized position classification program. This will not only achieve the basic objective of "equal pay for substantially equal work" so that our employees receive a fair and equitable pay for services rendered, but will also provide the necessary control to prevent unjustified grade escalation.

3. I have reviewed two specific classification issues requiring an Agency policy decision in order to achieve a sound and defensible position classification and control program and have decided in principle on the following courses of action:

a. Position Evaluation Criteria (Standards)

(1) Charge the Office of Personnel with responsibility for development of Agency grade level criteria (standards) that recognize our atypical occupations and uniqueness of mission. Pertinent job evaluation knowledge available in the Federal sector will be used, when appropriate, in the development of Agency standards. It is essential that grade

level criteria be defined in a manner that will provide a fair and equitable yardstick to grade Agency job requirements and be generally consistent with accepted position classification practices. I have directed the Office of Personnel to work with your organizations during the PMCD survey process to devise equitable grading criteria that can be the basis for a common understanding during the feedback sessions and provide a baseline for the appeal process.

(2) The Office of Personnel will for the next several years develop this evaluation criteria to assure that a proper relationship exists between the variety of Agency occupations. Although we cannot adjust grade levels based exclusively on competitiveness in the private sector, I will request the Director of Personnel to identify alternative measures, when justified, to assure that this Agency continues to be competitive in the hiring and retention of top quality personnel.

(3) The above policy will preclude the practice of comparing positions against other positions, in the Agency or with other Federal organizations, assumed to be properly graded. The approved Agency position standards will be the sole basis for future classification action.

b. Implementation and the Appeals Mechanism

The current appeals process needs to be tightened so that Agency Staffing Complements can be maintained in a timely and current manner. Our current procedure states that within thirty days the operating official may indicate to the Director of Personnel that certain classification findings will be appealed. Experience shows, however, that issues remain unresolved for long periods of time, creating out-of-date staffing problems, uncertainties, apprehension in the minds of employees, and inaccurate position records. The new policy will require the operating official to submit specific appeal justification in writing to the Director of Personnel within thirty days from receipt of the classification findings; otherwise, the classification findings will be reflected on the Staffing Complement. This limit may be extended by the Director of Personnel when a large number of positions are involved and additional time is necessary for a meaningful appeal, however, extensions will require a written request and specifically state the additional

STAT time necessary. Further, it will be incumbent upon PMCD to adhere to similar time constraints and respond to an appeal on a priority basis. The current appeals channel outlined [] dated 28 April 1978, remains unchanged.

4. I believe you share my concern for maintaining grade equity through the application of valid evaluation criteria, as well as the need for a timely and effective implementation and appeals process.

/s/ Frank C. Carlucci

Frank C. Carlucci

Distribution:

- 0 - DDA
- 1 - All Other Addressees
- 1 - DDCI
- 1 - Executive Registry
- 2 - PMCD

Originator:

Harry E. Fitz

Director of Personnel

13 SEP 1979

STAT OP/PMCD [] plc (10 September 1979)